

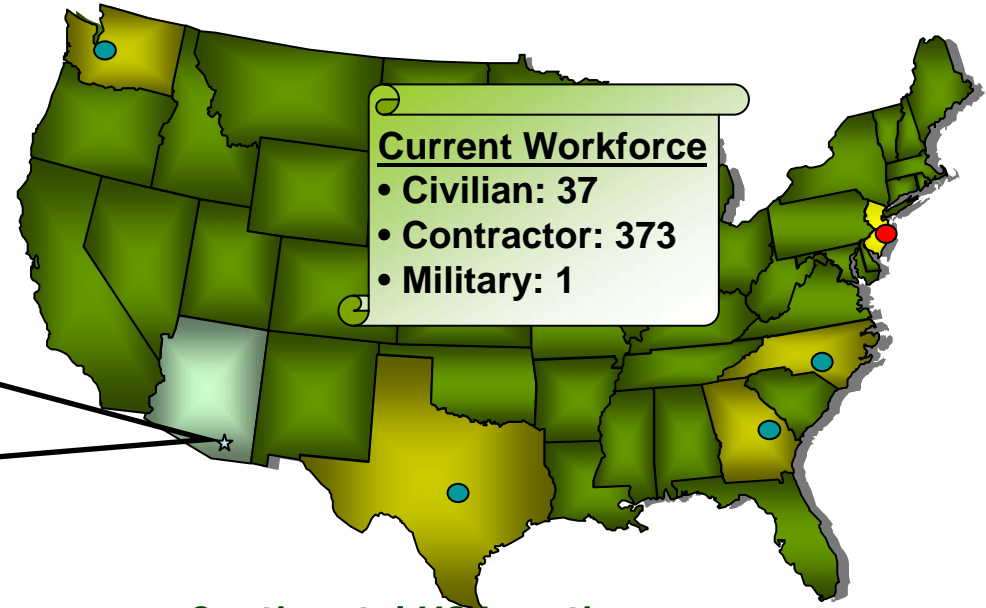
Transforming Business Processes In Support of the Warfighter

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Topics

- **C-E LCMC SEC IFS Mission**
- **SEC IFS Business Processes**
- **AKM Strategic Goals**
- **Cultural Change**
- **Process Problems**
- **Process Solutions**
- **Examples**
- **Summary**

SEC IFS Mission



PPSS:

- All Source Analysis System-All Source
- All Source Analysis System-Single Source
- All Source Analysis System-Light
- Analysis and Control Element-BLK II
- All Source Analysis System-Communications Control Set
- Digital Topographic Support System
- Integrated Meteorological System

Continental US Locations:

- Ft Bragg, NC (*Eastern Region*)
- Ft Gordon, GA (*Southeastern Region*)
- Ft Hood, TX (*Central Region/CTSF*)
- Ft Lewis, WA (*Western Region*)

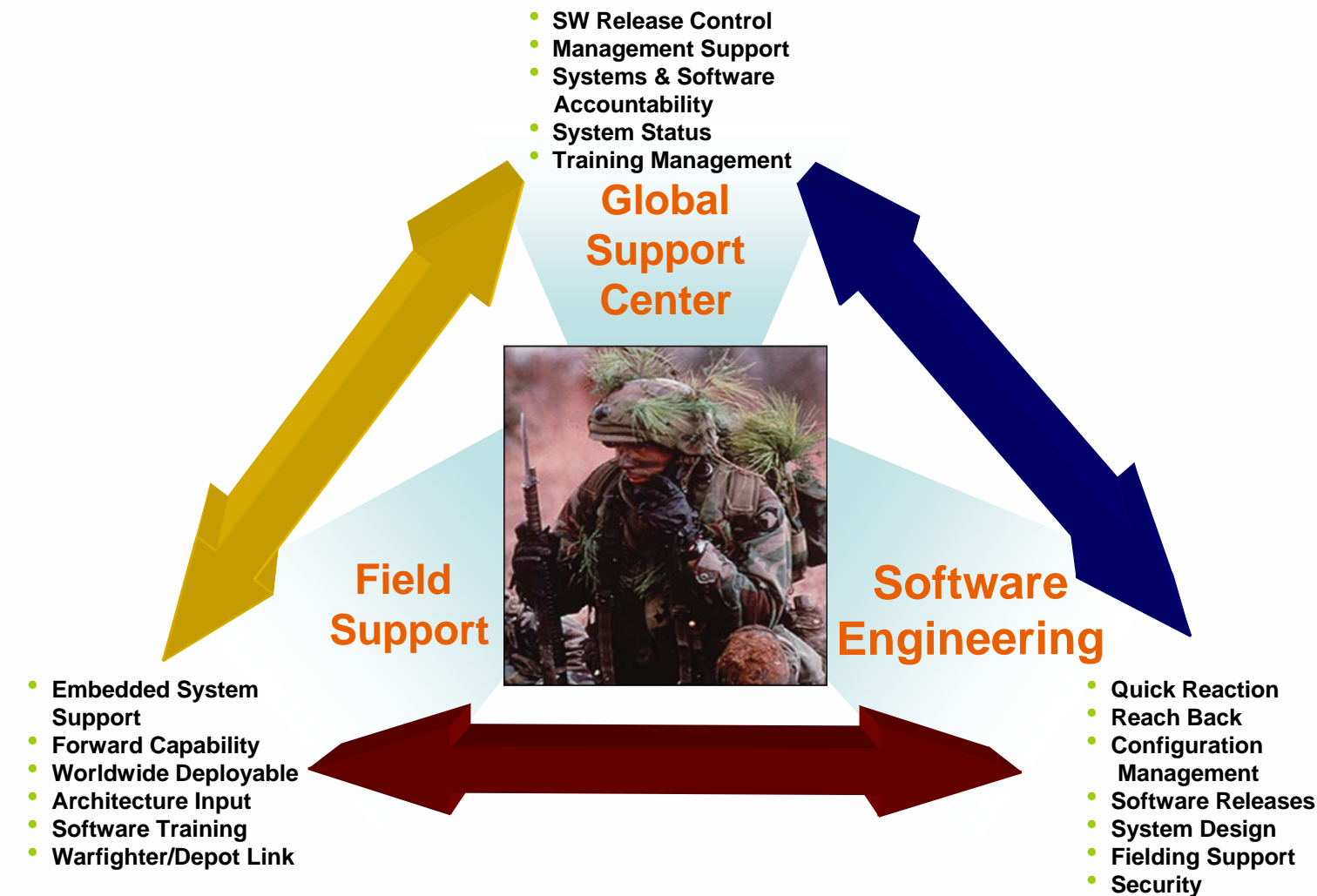
Outside the Continental US:

- Seckenheim, GE (*European SW Support Office*)
- Seoul, Korea (*Korean SW Support Office*)
- Kosovo
- Field Software Engineers forward deployed with OIF/OEF units

PEO-EIS — CECOM — PEO-C3T — PEO-IEW&S — CERDEC

COMMUNICATIONS ELECTRONICS LIFE CYCLE MANAGEMENT COMMAND

Warfighter Support Structure



PEO-EIS — CECOM — PEO-C3T — PEO-IEW&S — CERDEC

COMMUNICATIONS ELECTRONICS LIFE CYCLE MANAGEMENT COMMAND

SEC Business Processes

- Work Management
 - Contractor work requests (subtasks)
 - Customer support requests
 - Internal work orders
- Software/Release Processes
 - Software problem reports / configuration management
 - Release schedule planning
 - Authorizations to load software releases
 - Distribution of software releases
- Property/Contracts
 - COTS/GOTS license management
 - Property management (local)
 - Equipment tracking (fielded systems)
 - Budget planning

AKM Strategic Goals

- 1: Adopt governance and *cultural changes* to become a knowledge-based organization
- 2: Integrate KM concepts and best practices to promote the knowledge-based force
- 3: Manage the infostructure as an enterprise to enhance capabilities and efficiencies
- 4: Institutionalize AKO as the enterprise portal
- 5: Harness human capital for the knowledge-based organization

Cultural Change

- “Organizational transformation, that is, radical and fundamental form of change. Cultural change involves changing the basic values, norms, beliefs, etc., among members of the organization in order to improve organizational performance.”
- Change is a grieving process
 - Denial
 - Anger
 - Bargaining
 - Depression
 - Acceptance

Process Problems

- Most rely heavily on email and batch reporting
- Poor document management / version control
- Excel is not a database
- Information not readily accessible
 - Public drives <> Document Repository
 - Remote access issues
 - Gatekeepers control/restrict flow of information
- Functions [too] compartmentalized
 - Finger-pointing
 - Ask-and-wait
- Portal existed, but was little used/understood
- Personnel changes over time resulted in process deterioration
 - SOPs ignored or OBE

Process Solutions

- Make the IFS portal the focal point of our mission
 - AKM Strategic Goal 4, locally
 - Tightly linked to SEC Workforce Portal
- IFS portal redesign
 - Oracle Application Server, RDBMS on Windows
 - Scalable platform, open architecture
 - Look and feel issues (color, use of space, etc.)
 - AKO SSO integration
 - Consistent application behavior
 - Fine-tune access controls
 - Improved management capabilities
- Improve access to information for all
 - Reduce ask-and-wait or dependence on any one person for information
 - Enable well-informed decisions
- Educate the workforce

Process Solutions (cont)

- Review specific business processes and data requirements
 - Involve the workforce, form IPTs, meet regularly (and productively!)
 - Tie-in with CMMI effort, e.g. metrics, measurement/analysis, to drive process improvement
- Migrate existing applications to new portal
 - Standardize user interfaces
 - Emphasis on customized data views, on-demand reporting, admin vs. user access controls
 - Rethink workflow as required
- Develop new portal applications and tools
- Document repository

Examples

- Software problem reports (fielded systems)
 - Before: Fax completed form; mostly paper-trail
 - After (1): Web form (albeit clunky); local Oracle Forms application used by CM people et al; batch reports generating word documents at set intervals
 - After (2): Streamlined web application with data entry and electronic approvals for different phases of our CM process; improved on-demand reporting
 - “The SPR database is merely a tool implementing the configuration management process. If you don’t like the tool, you don’t like the process.”
- Equipment status (fielded systems)
 - Before: Data in MS Access; access limited
 - After: Data in Oracle RDBMS, distributed administration, web applications for data entry, reporting, customized views

Examples (cont)

- Property Management
 - Before: Paper hand receipts
 - After: Property database supporting inventory via barcode scanning, on-demand reporting, and generation of paper hand receipts for signature, backward compatibility
- Software Release Distribution, Authorizations
 - Before: Distribution based on Equipment Status (“ground truth”) as opposed to Authorizations; unspecific follow-on authorizations led to data drift; different data naming conventions in two sources made them difficult to reconcile
 - After: Standardized data conventions on the “better” of the two sources; forced specifics on authorizations; reconciliation report between sources forces periodic cleanup; base distribution on authorizations

Examples (cont)

- License Management
 - Before: One guy with a spreadsheet and paper files
 - After: All license data (products, vendors, quantities, periods of performance, projected vs. actual costs across fiscal years) in Oracle RDBMS managed by web applications, on-demand reporting; also implemented time-stamped “diary entries” to allow tracking of additional information, changes to status, etc.
- Subtask Management
 - Before: Everyone sends email to everyone else, including the COR; COR sends to contractor coordinators with official electronic signature; contractor had Access database to which govt had no visibility; each govt person had own tracking method; “silence is concurrence” on work products
 - After: Web/database application with forced consistency on subtask requests, electronic signatures, situational awareness for all, and compels affirmative acceptance of work products; metrics

Summary

- Not done – no fixed end, it's an ongoing process
- Not quite Acceptance, but we're getting there
- A lot harder than it looks
- Cultural change issues trump all
- Things to wish for
 - I love Oracle, but...
 - Linux, Apache, MySQL, PhP/Perl/...

Acronyms

- AKM: Army Knowledge Management
- AKO: Army Knowledge Online
- ASAS: All Source Analysis System
- C-E LCMC: Communications-Electronics Life Cycle Management Command
- CM: Configuration Management
- CMMI: Capability Maturity Model Integrated
- COR: Contracting Officer Representative
- COTS: Commercial Off-the-Shelf Software
- DTSS: Digital Topographic Support System
- GOTS: Government Off-the-Shelf Software
- IFS: Intelligence Fusion Systems
- IMETS: Integrated Meteorological System
- IPT: Integrated Product Team
- KM: Knowledge Management
- RDBMS: Relational Database Management System
- SEC: Software Engineering Center
- SPR: Software Problem Report
- SSO: Single Sign-On

Questions?

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